

# HUMAN RESOURCES FORUM

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## **The Dual Career Ladder Concept and its Application at NASA Glenn**

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Program and Policy Office  
Office of Human Resources**

# DUAL CAREER LADDER CONCEPT

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**Based on the premise that there are 2 Scientific & Engineering (S&E) high level career paths to consider:**

- 1. High level supervisory/managerial work**
- 2. High level of nonsupervisory professional recognition and contribution (personal impact) work**

# SCIENTISTS AND ENGINEERS DUAL CAREER LINES OF PROGRESSION

## SUPERVISORY

Senior Executive (SES)

GS-15

Line Manager

GS-14

Senior Lead

GS-13

GS-12

GS-11

GS-9

GS-7

## NONSUPERVISORY

Senior Scientific (ST)

GS-15

Expert/Consultant Researcher\*

GS-14

Technical Authority

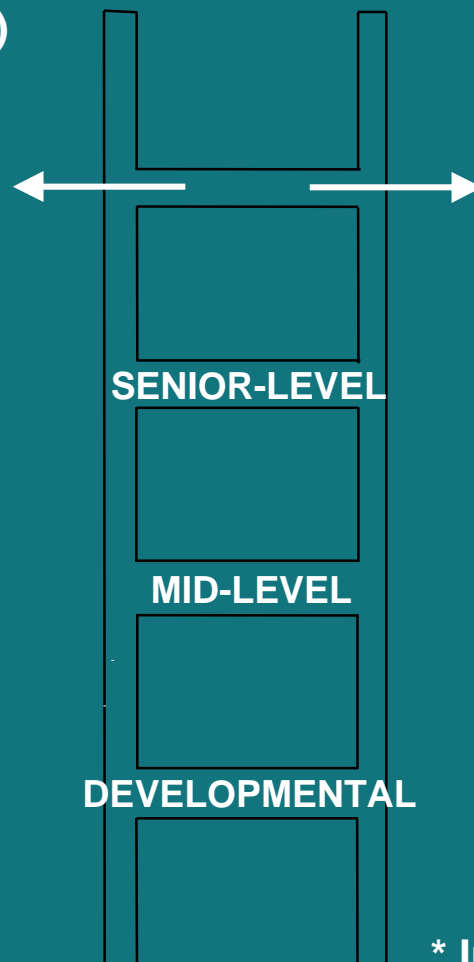
GS-13

GS-12

GS-11

GS-9

GS-7



\* Including experimental development

# DUAL CAREER LADDER CONCEPT

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## Background:

In past years, noncompetitive Dual Career Ladder (DCL) promotions to GS-14 and GS-15 involved three types of work situations:

1. Personal Impact
2. Technical Competence
3. Project Management

# DUAL CAREER LADDER CONCEPT

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## Background:

**NASA Headquarters, Code F observation concerning GRC Dual Career Ladder process:**

- **GRC's practice of filling GS-14 positions through DCL is a violation of merit principles**
- **Process has eroded...to noncompetitively promote GRC employees to GS-14 level including nonresearch AST and administrative positions.**
- **Fair and open competition has not been used...**

# **GRC PERSONNEL POLICY STATEMENT**

## **SUBJECT: DUAL CAREER LADDER PROMOTIONS**

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- **Establishes procedures and criteria for DCL promotions to grades GS-14, GS-15, and ST**
- **Defines three promotion situations**
  - 1. Personal Impact (S&E's)**
  - 2. Technical Competence**
  - 3. Project Management**
- **Sets policy for processing the three types of promotions**

# **OPM PERSPECTIVE ON THE DUAL CAREER LADDER PROCESS**

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## **“First Commandment” of Position Classification**

**I. Thou shall classify the position...  
not the person...**

**The long recognized OPM principle that the work assigned to the position, not the incumbent, is evaluated for grade determination**

# OPM PERSPECTIVE ON THE DUAL CAREER LADDER PROCESS

## Exception:

### Research and experimental development work

- Purpose of research & development is to extend human knowledge and understanding...
- Creativity and originality are inherently of central importance in a research situation
- Incumbent's personal qualifications have a profound impact on the dimensions of the resulting job



# DUAL CAREER LADDER CONCEPT

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## **Situation 1 - Personal Impact (S&E Positions only)**

**This situation recognizes grade value of performance that involves:**

- **A very high degree of technical independence**
- **A high degree of originality and**
- **A high degree of professional recognition and contribution**

# **CHARACTERISTICS OF PERSONAL STATURE OR IMPACT**

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**Nationally Recognized  
Significant Technical Publications  
Preeminence in the Field  
World Renown  
Pioneering Accomplishments  
Invited Guest Speaker  
Sought After Advisor/Consultant  
Contributed Inventions  
First-Time Achievement  
Top Technical Authority**

# DUAL CAREER LADDER CONCEPT

## Situation 2 - Technical Competence

This situation recognizes that personal qualities and/or performance have an impact upon the position which results in:

- The assignment and inclusion of additional duties and responsibilities over and above those that might normally be included in position
- The additional duties and responsibilities are included as part of the position description
- Duties are classified and evaluated as part of the position along with other duties and responsibilities

# DUAL CAREER LADDER CONCEPT

## Situation 3 - Project Management

This situation recognizes that:

- GRC engineering “project managers” clearly meet the definition for project management engineers as described in OPM’s Equipment Development Grade Evaluation Guide (EDGE), Part II
- Growth in a project can also change the position to the extent the position warrants a higher grade
- Project management engineer positions are handled in a manner consistent with Situation 2

# DUAL CAREER LADDER CONCEPT

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## Situation 3 - Project Management

- The assignment and inclusion of additional duties and responsibilities over and above those that might normally be included in position
- The additional duties and responsibilities are included as part of the position description
- Duties are classified and evaluated as part of the position along with other duties and responsibilities

# **DUAL CAREER LADDER PROMOTION POLICY**

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## **Situation 1 - Personal Impact Promotion (S&E only)**

- **Based on achievements and rank of the person**
- **Classified using the Research Grade Evaluation Guide (RGEN) or the Equipment Development Grade Evaluation Guide (EDGEN), Part III, Experimental Development**
- **Processed in accordance with procedures described in Personnel Policy Statement OHR-8 and enclosures**

# DUAL CAREER LADDER PROMOTION POLICY

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## **Situation 2 - Technical Competence**

- Based on work assigned to the position
- Classified using appropriate OPM classification standards or grading guides
- Announced and filled using CPP procedures

## **Situation 3 - Project Management (S&E only)**

- Based on work assigned to the position
- Classified using the EDGEG, Part II, Project Management Engineering, GS-800
- Announced and filled using CPP

# **PERSONAL IMPACT - DUAL CAREER LADDER PROMOTIONS**

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## **Rationale:**

**The OPM grading criteria found in both the RGEG and the EDGEG, Part III, Experimental Development, cover four major factors:**

- I. The Research Situation, or Assignment**
- II. Supervision Received**
- III. Guidelines and Originality**
- IV. Qualifications and Scientific Contributions**



# **PERSONAL IMPACT - DUAL CAREER LADDER PROMOTIONS**

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## **Factor IV - Qualifications and Scientific Contributions**

- **Addresses the “Personal Impact” of the incumbent**
- **Focuses on total qualifications, professional standing, and recognition and scientific contributions of the researcher**
- **Strongest factor in evaluation of impact**

# **PROMOTION PROCESS FOR PERSONAL IMPACT DUAL CAREER LADDER PROMOTIONS**

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- 1. Centerwide call for nominations from Center Director**
- 2. Candidate promotion packages are prepared, received, and reviewed by Branch Chiefs and OHR (within 30 days of call letter)**
- 3. Directorates schedule and conduct candidate evaluation sessions**
- 4. Directorate prioritized listing of all candidates to GRC Chief Scientist (within 60 days of call letter)**

# **PROMOTION PROCESS FOR PERSONAL IMPACT DUAL CAREER LADDER PROMOTIONS**

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- 5. GRC Chief Scientist selects top group of candidates for assessment and ranking by a Candidate Evaluation Panel (CEP)**
- 6. CEP evaluates, ranks, and provides to Center Director prioritized list of most highly recommended candidates**
- 7. Center Director makes final selection of candidates to be promoted**
- 8. OHR is informed of selections and proceeds to process promotions**

# DUAL CAREER LADDER CONCEPT

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**For additional information on :**

- **Personal Impact - DCL Promotion Evaluation Criteria, Contact: Dr. Marvin Goldstein, 3-5825**
- **Dual Career Ladder Promotions  
Personnel Policy OHR-8\*  
Contact: H. Fran Pierce, Jr., 3-8841**

**\* Available on the OHR Homepage at  
<http://www.grc.nasa.gov/WWW/OHR/Ohr-policy.htm>**